

Safety



Statement of Request for Results

Team Members

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Priority Statement

Assure a desirable region where judicial needs are met and citizens feel safe in their community.

Summary of Priority

The Priority Team developed a strategy map to address the various factors that impact safety within the community and make the City of Roanoke and the Roanoke Valley a desirable place to live, work, visit, and play. Building and maintaining safe neighborhoods and commercial corridors goes beyond well-trained and responsive public safety units. A variety of departments influence safety in the community, ensures the fair resolution of civil and criminal disputes, and ensures the rights and liberties of the citizens. A knowledgeable City staff that interacts with and educates its citizens, and also utilizes efficient and effective processes, promotes a safe environment with its adherence to national regulations and standards. The City's appropriate use of technology together with sustainable design requirements and quality infrastructure will also help to minimize hazards. In addition, a pro-active, strategic planning approach that involves not only

City government but the community at large ensures that the appropriate social safety programs are put in place. To address the priority statement, the team created a map around four causal factors - Prevention, Responsiveness, Communication, and Quality Standards and Laws.

Prevention

Implementation of processes or programs to lessen the impact of identified hazards and potential incidents. The outcomes that will result in successfully addressing this causal factor include:

1. Strategic planning
Effective prevention relies on forward thinking that anticipates the future environment and identifies its projected hazards. Programs and services are then planned to minimize or eliminate the potential incidents.
2. Social safety programs in neighborhoods and commercial areas
Social safety programs expose citizens and areas to community resources that educate and encourage positive behavior and activity while placing critical emphasis on pro-active prevention measures.
3. Hazard mitigation through design, technology, and infrastructure
Cost-effective and sustainable actions taken to reduce or eliminate the risk to human life and property from hazards through internal and external assets.

Responsiveness

Reacting appropriately to incidents, hazards, and requests. The outcomes that will result in successfully addressing this causal factor include:

1. Reasonable response times
Responding to an incident, hazard, or service request with an appropriate sense of urgency, given the nature of the incident or request, in a manner that conforms to prescribed standards.
2. Offender accountability
Violations of relevant laws and ordinances should result in restorative consequences.
3. Proactive risk assessment and resolution
The systematic identification of potential hazards and dangers that may exist within the community and acting appropriately to lessen risks while educating citizens on mitigating losses of property, accidents, and personal injury. Effective risk management requires thorough analysis and follow-up based on events and outcomes as assessed by well-qualified and trained staff.

Communication

Operational processes that facilitate the timely exchange of information through various means. The outcomes that will result in successfully addressing this causal factor include:

1. Effective emergency warning system
Effective warning systems alert the region to hazards and threats in sufficient time for individuals to respond appropriately and implement established disaster plans.
2. Knowledgeable staff
Well-informed and skilled employees have technical and institutional knowledge that allows them to effectively handle customer requests.
3. Community awareness, education, interaction
Coordinated, timely, and continued conveyance of effective public communication programs encourage community involvement and empower citizens with a sense of personal responsibility by engagement in neighborhood organizations, neighborhood watch programs, and educational programs.

Quality Standards and Laws

Operational techniques and activities that sustain the quality of services to satisfy given requirements. The outcomes that will result in successfully addressing this causal factor include:

1. Compliance with national regulations and standards
The process of developing and maintaining a body of modern management standards that represent those best practices that define authority, responsibility and performance inherent in the ability to make fact based, informed management decisions designed to guide all phases of compliance while strengthening accountability to facilitate the pursuit of professional excellence and ultimately to strengthen accountability both within the city as well as in the community.
2. Implementation of environmentally sustainable practices
Practices that incorporate renewable energy sources, community resource protection, and the use of sustainable resources.
3. Community involvement in strategic planning
Citizen engagement in the development and implementation of the City's comprehensive and strategic plans.
4. Criminal and civil adjudication
Provide an independent, accessible, responsive forum for the just resolution of civil and criminal disputes.

5. Protect and defend the constitution and laws
Protect all of the rights and liberties guaranteed by the U. S. and Virginia constitutions.
6. Preserve the rule of law
Citizens make the laws that govern them and agree to obey those laws; ensure that they are fair and equally applied to everyone.

Indicators

Indicator 1: Accreditation

Measure 1: Accreditation achievement

Definition: The City of Roanoke is one of the few localities in the United States in which all of its public safety units are recognized by their national accreditation agencies. This includes the Police Department, the Fire/EMS Department, the E-911 Center, and the City Jail. In the case of all these units, this unbiased, re-occurring third party accreditation process assures the City and the community that these departments adhere to a formal body of national standards that recognize the best practices that promote professional excellence in their respective fields. This measure can readily be reported on by these respective departments and others as they maintain or seek annual standards for re-accreditation through self-evaluation.

Indicator 2: Insurance Service Office (ISO) rating

Measure 1: Strive to attain ISO rating of 1

Definition: The Jersey City, NJ based Insurance Service Office (ISO) inspects and ranks the nation's communities to help insurance companies determine premiums for homeowners in the areas they serve. The ISO collects and analyzes firefighting and building code information on areas across the country and rates them on overall effectiveness. ISO's methodology assigns a class rating on a scale of one to ten, with Class 1 given to exemplary communities and Class 10 to communities that do not meet minimum criteria. This measure can readily be reported on by the Fire/EMS Department and the Planning Department.

Indicator 3: Performance standards

Measure 1: Compliance with recognized departmental performance indicators

Definition: Annual review and evaluation of agency response to citizens' requests for service. These performance indicators shall ensure compliance with adopted standards and practices that assure a timely response for quality service across the region.

Indicator 4: Customer surveys

Measure 1: Increase in ratings in customer and citizen surveys

Definition: The City of Roanoke, through the use of various survey instruments, seeks to measure citizen opinions regarding municipal services and projects and to assess the strategic initiatives of City government.

Indicator 5: Crime rates

Measure1: IBR Part I crimes reported per 1,000 population

Measure 2: IBR Part II crimes reported per 1,000 population

Definition: As its name implies, the Incident Based Reporting (IBR) System is an incident-based system of reporting where all offenses associated with a criminal incident are reported. IBR Part I crimes are defined as homicide, rape, robbery, aggravated assault, arson, burglary, larceny, and motor vehicle theft. When the news media refer to crime rates going up or down, they are referring to these crimes. IBR Part II crimes are essentially everything else – simple assaults, forgery and counterfeiting, fraud, embezzlement, stolen property offenses, vandalism, weapons offenses, prostitution and commercialized vice, sex offenses (except rape and prostitution), drug abuse violations, gambling, offenses against family and children, driving under the influence, liquor laws, drunkenness, disorderly conduct, vagrancy, all other offenses (except traffic), curfew and loitering laws (juveniles only), runaways (juveniles only). These two measures can readily be reported on by the Police Department.

Indicator 6: Regional collaboration

Measure 1: Number of inter-government agreements and collaborations

Definition: To enhance and facilitate statewide cost effective and timely response safety practices. These measures add to the quality of life for the citizens of the region.

Purchasing Strategies

1. Addresses multiple causal factors and/or outcomes
2. Encourages cross-departmental collaboration
3. Creative re-use of existing resources to achieve optimal results
4. Creates efficiencies and removes low-value activities
5. Exhibits data driven decision making using internal and external data
6. Demonstrates proven results through best practices
7. Meets or exceeds previous years' results

Statement of Request for Results

We are seeking offers that best deliver results from programs and services that are targeted at the causal factors and result in a safe community. Many factors influence safety in our neighborhoods and commercial areas. We are

seeking offers that impact all citizens, neighborhoods, businesses, and organizations, making the region a safe place in which to live, work, visit, and play.

Special consideration may be given to offers that promote partnerships, collaboration, and innovations that leverage existing resources.

We are seeking offers that support Prevention.

Specifically offers that:

- Provide programs or services that identify, minimize, or eliminate potential hazards.
- Provide programs and services that educate and promote positive behavior while mitigating hazards and safety incidents within neighborhoods, commercial areas, and the region.
- Reduce hazards in a cost effective manner through sound design, the effective use of technology, and well built and maintained infrastructure.

We are seeking offers that enhance Responsiveness.

Specifically offers that:

- Provide reasonable response times while conforming to prescribed standards in reacting to incidents, hazards, and requests.
- Assure offenders are held appropriately accountable for their actions.
- Proactively address potential hazards and dangers while educating citizens on how to minimize losses of property and life.

We are seeking offers that enhance Communication.

Specifically offers that:

- Provide coordinated, timely, and continued early warning systems that allow individuals adequate time to effectively react, respond, and implement established plans of action.
- Train, inform, and equip staff to effectively handle customer requests for service.
- Foster community involvement and empower citizens to take personal responsibility for their safety and for the well-being of their neighborhoods.

We are seeking offers that ensure adherence to Quality Standards and Laws.

Specifically offers that:

- Develop and maintain standards that strengthen accountability to the citizens, the community, and the region.
- Support environmentally sustainable practices and the wise use of the region's resources.

- Involve and engage citizens in meeting the goals and objectives of the City and the region.
- Provide services to citizens to settle civil disputes.
- Provide services to the community to objectively determine criminal disputes.

| SAFETY | | | |
|-------------------------------|--|------|--------------|
| DEPARTMENT | OFFER | RANK | OFFER TOTAL |
| Police | Police Patrol | 1 | \$11,219,575 |
| Planning, Bldg, & Development | Building Safety | 2 | \$639,048 |
| Transportation | Traffic Signals | 3 | \$625,558 |
| Fire/EMS | Fire Prevention/Inspection/Investigation Division | 4 | \$452,248 |
| Police | Police Investigation and Support | 5 | \$4,322,583 |
| Transportation | Signs and Pavement Markings | 6 | \$648,701 |
| Sheriff/Jail | Jail Operations | 7 | \$13,497,291 |
| Fire/EMS | Emergency Management | 8 | \$102,745 |
| Police | Police Academy | 9 | \$537,659 |
| Police | Police Administrative Services | 10 | \$2,085,329 |
| Fire/EMS | Fire and Emergency Medical Services Operations | 11 | \$15,886,595 |
| Fire/EMS | Specialty Team Salary Supplement | | \$67,810 |
| Fire/EMS | Part-Time Ambulance Staffing | | \$129,180 |
| Sheriff/Jail | DARE Program | 12 | \$207,264 |
| Transportation | Street Lighting | 13 | \$1,133,989 |
| Sheriff/Jail | Sheriff's Office Operations | 14 | \$3,324,357 |
| E-911 | 911 Operations | 15 | \$2,819,450 |
| Commonwealth Attorney | City Prosecutors | 16 | \$1,595,242 |
| Police | Police School Resource Officer | 17 | \$515,674 |
| Commonwealth Attorney | Drug Prosecutor | 18 | \$55,375 |
| Police | Police Community Integration and Service Enhancement | 19 | \$35,176 |
| Fire/EMS | Fire-EMS Training Division | 20 | \$504,697 |

| SAFETY | | | |
|---------------------------|--|------|-------------|
| DEPARTMENT | OFFER | RANK | OFFER TOTAL |
| Fire/EMS | Fire/EMS - Support and Administration Services | 21 | \$671,937 |
| J & D Court Clerk | Administrative Support of Juvenile & Domestic Relations District Court | 22 | \$31,489 |
| Police | Police Animal Control & Protection Unit | 23 | \$364,630 |
| Commonwealth Attorney | Roanoke City Victim Witness Program | 24 | \$38,701 |
| Magistrate | Office of the Magistrate | 25 | \$6,510 |
| General District Court | Administrative Support of Roanoke City General District Court | 26 | \$27,860 |
| J & D Court Services Unit | Residential Juvenile Detention Services | 27 | \$945,668 |
| Circuit Court | Support Circuit Judges | 28 | \$548,149 |
| Fire/EMS | Roanoke Emergency Medical Services (REMS) | 29 | \$100,000 |
| | | | |
| Outside Agency | Regional Center for Animal Care and Protection | | \$880,871 |
| | | | |

Safety

Offer Executive Summary

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|----------|---------------------------|------------------------|
| Offer: | Police Patrol | Rank: 1 |
| Dept: | Police | Factor: Responsiveness |
| Outcome: | Reasonable response times | Existing |

Executive Summary:

The Police Patrol offer encompasses the staffing, supplementary funding and equipment necessary to provide legally mandated basic law enforcement services to the citizens of Roanoke and response to emergency situations. Patrol officers are responsible for responding to citizen calls for service, resolving traffic complaints, enforcing laws, addressing community policing concerns and providing traffic enforcement. Patrol officers respond to approximately 150,000 calls for service per year and are often the first public safety employees placed in dangerous situations. To provide efficient high quality services for the citizens of Roanoke the patrol offer contains numerous specialized units (Street Crimes, Hit and Run Investigations, Motorcycle Traffic Enforcement, Power Shift, TRT and Fatality Investigations). The Police Patrol division is required to meet hundreds of performance standards as part of the Commission on Accreditation for Law Enforcement Agencies accreditation.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|--|----------------|----------------|----------------|
| Crime Rates: Percent reductions of the five year average in part 1 crimes per year. | 1% | 1% | 13.36% |
| Customer Surveys: Percent of respondents from internal telephone survey who rate their experience with the Police Department as good or excellent. | 80% | 80% | 87.98% |
| Performance Standards: Average immediate response time in minutes (from dispatch to arrival on scene) for emergency services calls. | 4 | 4 | 3 min 30 sec. |

Seller/Owner: 3113 - Police - Patrol

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|----------|--|--------------------|
| Offer: | Building Safety | Rank: 2 |
| Dept: | Planning Building and Development | Factor: Prevention |
| Outcome: | Hazard mitigation through design, technology, and infrastructure | Existing |

Executive Summary:

The Building Safety Division promotes the health, safety, welfare in Roanoke through the administration of the Uniform Statewide Building Code. The code is administered through plan review, permit issuance, and field inspections. Local administration of building codes is mandated by the Commonwealth of Virginia. In addition, we provide support for the local Building and Fire Code Board of Appeals and assist in administration of real property tax exemption programs related to energy efficiency and solar energy.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|--|----------------|----------------|----------------|
| Percent of inspections responded to within 48 hours | 95% | 95% | 95% |
| Percent of time reviews on residential plans are completed within 5 days / Percent of time reviews on commercial/governmental plans are completed within 10 days | 90%/90% | 95%/95% | 95/95 |

Seller/Owner: 3410 - Building Inspections

Safety

Offer Executive Summary

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|----------|--|--------------------|
| Offer: | Traffic Signals | Rank: 3 |
| Dept: | Public Works | Factor: Prevention |
| Outcome: | Hazard mitigation through design, technology, and infrastructure | Existing |

Executive Summary:

Traffic Signals provides funding for the 24/7 operation, maintenance, and repair of the city's 159 traffic signals as well as for emergency signals at Fire Stations, emergency vehicle preemption systems, and operation and maintenance of school zone flashers. Additionally, this offer includes personnel time for maintenance of all city-owned street lights, bridge lighting, and installation and replacement of holiday decorations and American flags.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|---|----------------|----------------|----------------|
| Percent of malfunctioning traffic signals repaired within 8 hours following identification of problem | 98% | 98% | 96% |
| Percent of vehicle detection systems repaired within 12 weeks. | 75% | 75% | 74% |

Seller/Owner: 4160 - Transportation - Engineering & Operations

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|----------|--|--------------------|
| Offer: | Fire Prevention/Inspection/Investigation Division | Rank: 4 |
| Dept: | Fire | Factor: Prevention |
| Outcome: | Hazard mitigation through design, technology, and infrastructure | Existing |

Executive Summary:

The Fire Prevention Division encompasses Fire Marshal's office, fire inspections, arson/fire investigations, youth programs, plans reviews/approvals, neighborhood code compliance and fire/life safety programs for neighborhoods, citizens and commercial businesses and industries in Roanoke. The fire Inspection and code enforcement function of this division is responsible for inspecting 3,500 commercial buildings citywide. Frequency of inspection range from 1 to every 3 years. Due to previous budget reduction, this division has not been able to meet the necessary inspection numbers. Additionally, this division is responsible for coordination of our fire hydrant inspection program, pre-fire plan/risk assessment program, fire protection system testing for the City Building Official Office, grant writing and communicating with the public through media releases, Facebook, twitter, and web page.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|---|----------------|----------------|----------------|
| Number of businesses contacted annually for fire code related issues to include inspections, reinspections, and system testing. | 4,000 | 4,000 | 4,882 |
| Percentage of building permits reviewed for fire related code issues | 100% | 100% | 100% |
| Percentage of fire investigations resulting in cause determination | 90% | 90% | 91% |

Seller/Owner: 3212 - Fire/EMS - Support

Safety

Offer Executive Summary

Offer: **Police Investigations and Support**
 Dept: Police
 Outcome: Offender accountability

Rank: 5
 Factor: Responsiveness
 Existing

Executive Summary:

Police Investigations responds to citizen needs by conducting thorough investigations into criminal offenses that occur in the City of Roanoke. The sworn and non-sworn employee positions in Police Investigations have received specialized training to respond to specific types of crimes: Major, Juvenile, Property, Automotive, Environmental, Intelligence, Gang, Computer, White Collar, Vice, and Organized Crime. The Police Investigation offer contains the funding necessary to operate the Criminal Investigations Unit at a minimum level that will permit it to respond to major incidents, solve everyday crimes and restore property/dignity to victims.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|---|----------------------|----------------------|----------------------|
| Accreditation Achievement: Percent of standards met standards to maintain national accreditation | 100% | 100% | 100% |
| Crime Rates: Percent of cases expected to be cleared by Investigations detectives above the national case clearance rates for major crimes and property crimes. | greater than average | greater than average | greater than average |
| Regional Collaboration: DEA, ATF, JTTF, RVGTF participation. | Yes | Yes | Yes |

Seller/Owner: 3112 - Police - Investigations

Offer: **Signs and Pavement Markings**
 Dept: Public Works
 Outcome: Hazard mitigation through design, technology, and infrastructure

Rank: 6
 Factor: Prevention
 Existing

Executive Summary:

The Sign and Pavement Marking shop is responsible for installation, maintenance and repair of all traffic control signs and pavement markings, 24/7 emergency response to incidents, traffic control support for assemblies, races, parades, street closures and other events, and removal of illegal signs and other encroachments in the right of way.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|--|----------------|----------------|----------------|
| Number of miles of on-street bicycle routes added annually | 3 | 3 | 7 |
| Percent adherence to established pavement marking schedule | 95% | 95% | 97% |
| Percent of damaged or missing Stop or Yield signs replaced or repaired within 8 hours following problem identification | 98% | 98% | 96% |

Seller/Owner: 4160 - Transportation - Engineering & Operations

Safety

Offer Executive Summary

Offer: **Jail Operations**
Dept: Sheriff
Outcome: Offender accountability

Rank: 7
Factor: Responsiveness
Existing

Executive Summary:

The Jail Operations offer incorporates a wide range of expenses necessary to maintain custody of prisoners as required by law. The jail's primary objective is to protect the citizens of the City of Roanoke through the orderly and safe operation of the jail. The jail receives, processes, and detains minimum, medium, and maximum security inmates who are lawfully incarcerated. In addition, the jail manages and provides various programs and services designed to benefit all detainees, including inmate health care, inmate food services, transportation operations, educational programs, and custodial records management. These programs utilize state mandated and professionally accepted standards and comply with the American Correctional Association and the National Commission on Correctional Health Care accreditation requirements. The core jail staff is divided into four watches of 29 deputies each. A total of 156 deputies and 5 civilian positions make up a total of 161 positions.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|--|----------------|----------------|----------------|
| Number of hours of inmate labor provided annually. | 17,000 | 17,000 | 20,161 |
| Number of inmate escapes during the year | 0 | 0 | 0 |
| Percent of jail accreditations maintained throughout the year. | 100% | 100% | 100% |

Seller/Owner: 3310 - Jail

Offer: **Emergency Management**
Dept: Fire
Outcome: Proactive risk assessment and resolution

Rank: 8
Factor: Responsiveness
Existing

Executive Summary:

To create a disaster resilient community emphasizing the reduction of life losses and property damage resulting from natural and man-made emergencies and disasters. Provide risk analysis to prepare for the most effective and efficient response to emergencies and disasters and develop hazard mitigation strategies to reduce the potential impacts of disasters.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|---|----------------|----------------|----------------|
| Percentage of time the City of Roanoke is in compliance with State and Federal Emergency Management mandates. | 100% | 100% | 100% |

Seller/Owner: 3520 - Emergency Management

Safety

Offer Executive Summary

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|----------|--|------------------------------------|
| Offer: | Police Academy | Rank: 9 |
| Dept: | Police | Factor: Quality Standards and Laws |
| Outcome: | Compliance with national regulations and standards | Existing |

Executive Summary:

The Roanoke Police Academy is a State of the Art training facility that is LEED certified. The academy has achieved national accreditation as part of the Police Department's goal of being totally nationally accredited. The Roanoke Police Department utilizes its training academy to provide the citizens of Roanoke with a highly trained, efficient, and effective community policing oriented department. Police Academy employees provide a highly knowledgeable training cadre who oversee the maintenance of officer certifications and the training of new officers. The Police Academy significantly reduces the overall training costs of the Police Department and has quickly become a hub for regional training. Beyond its benefit to the Roanoke Police Department, the training academy has also hosted numerous trainings for other city departments, community coalitions, federal law enforcement agencies, state/local law enforcement agencies and various educational programs.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|--|----------------|----------------|----------------|
| Accreditation Achievement: Percent of standards met for the National Accreditation (CALEA) for the Police Academy. | 100% | 100% | 100% |
| Performance Standard: Percent of sworn law enforcement officers who receive a minimum of 40 hours of training and civilians who receive mandated annual training | 100% | 100% | 100% |
| Performance Standards: Percent of applicants accepted into the Citizens Police Academy who apply and qualify for admission. | 85% | 85% | 69% |

Seller/Owner: 3115 - Police - Training

| | | |
|----------|--|------------------------------------|
| Offer: | Police Administrative Services | Rank: 10 |
| Dept: | Police | Factor: Quality Standards and Laws |
| Outcome: | Compliance with national regulations and standards | Existing |

Executive Summary:

The Administrative Services offer of the Roanoke Police Department encompasses the employees necessary to maintain National Accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA), achieve a high level of agency efficiency/effectiveness in the delivery of law enforcement services and provide excellent customer service to citizens. The offer funds agency wide costs including: building maintenance, the majority of fixed operational expenses, professional fees, contractual obligations, software fees, office expenses, utilities, phones, technology costs, and assorted costs that are necessary to operate the Roanoke Police Department. The Administrative Services offer allows the Roanoke Police Department to meet the expectations of citizens and manage/co-ordinate the overall operation of the agency. The specialized job tasks contained in this offer are essential for the functioning of the 300+ employee agency.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|--|----------------|----------------|----------------|
| Accreditation Achievement: Percent of standards met for the National Accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA) | 100% | 100% | 100% |
| Performance Standards: Total number of people or businesses who will "like" the Police Department's Facebook page. | 12,000 | 6,500 | 8,774 |
| Regional Collaboration: The Roanoke Police Department will participate in at least 15 inter-governmental agreements and collaborations. | 15 | 15 | 87 |

Seller/Owner: 3114 - Police - Services

Safety

Offer Executive Summary

Offer: **Fire and Emergency Medical Services Operations**
Dept: Fire
Outcome: Reasonable response times

Rank: 11
Factor: Responsiveness
Existing

Executive Summary:

Operations consist of 11 Fire-EMS facilities located strategically throughout the City. Our system provides full-time staffing of 10 front-line engine companies, 4 front-line ladder companies and 8 front-line EMS units. Current staffing profile allows for adequate fire ground personnel needed to address the critical tasks as outlined in SOG 2-6 (Standards of Coverage) and NFPA as well as addressing complex medical protocol and patient rights issues as outlined in regional policy and state code. Additionally, current staffing and station placement allows for ISO class II ranking. The department also employs 20 part time EMS staff members for a more efficient staffing profile that enables the department to address the growing demand for service. Our goal is to improve our ability to safely respond to Fire and EMS emergencies through equipment placement improvements, training, equipment upgrades and improved operational controls.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|---|----------------|----------------|----------------|
| Percent of emergency incidents responded to within identified performance indicators for Fire,EMS,Hazmat & HTR | 90% | 90% | 90% |
| Percent of life threatening EMS calls responded to within 8 minutes; percent of non-life threatening EMS calls responded to within 12 minutes | 90%/90% | N/A | N/A |
| Percent of the 82 core competencies maintained in order to meet accreditation standards | 100% | N/A | N/A |

Seller/Owner: 3213 - Fire/EMS - Operations

Offer: **Part-Time Ambulance Staffing**
Dept: Fire
Outcome: Reasonable response times

Rank: 11
Factor: Responsiveness
Supplemental

Executive Summary:

Ensures 95 percent confidence level that EMS services will be available in the city will 911 calls are received. This ambulance is already in place and is staffed during peak demand periods (high demand for EMS calls). This offer is to request the reinstatement of funding for it. And due to demand and performance standards, Fire-EMS is also requesting the funding of an additional unit to be staffed during peak demand periods. Cost to run and staff each unit is \$120,000 per year. This covers peak demand times Monday-Sunday 9am-7pm.

Seller/Owner: 3213 - Fire/EMS - Operations

Offer: **Specialty Team Salary Supplement**
Dept: Fire
Outcome: Reasonable response times

Rank: 11
Factor: Responsiveness
Supplemental - New

Executive Summary:

Supplemental would ensure that the department had trained and qualified staff for the specialty teams needed to address the community risk assessment. Risk include water rescue, confined space rescue, high angle rescue, hazardous materials incidents, etc. This is a requirement of our accreditation. All staff must meet NFPA training requirements prior to receiving salary supplement. Specialty teams also are registered with the state EOC as a state wide resource.

Seller/Owner: 3213 - Fire/EMS - Operations

Safety

Offer Executive Summary

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|----------|--|--------------------|
| Offer: | DARE Program | Rank: 12 |
| Dept: | Sheriff | Factor: Prevention |
| Outcome: | Social safety programs in neighborhoods and commercial areas | Existing |

Executive Summary:

The Roanoke Sheriff's Office provides five (5) deputy sheriffs to the Roanoke Public School system as DARE Officers. The DARE Program offer has minimal overhead costs for the Sheriff's Office because the personnel costs are covered by the Roanoke City Public Schools. DARE Officers maintain a positive law enforcement presence in the 17 elementary schools located in the City of Roanoke. The position of DARE Officer provides a valuable and engaging platform for the Sheriff's Office to positively interact with the most at-risk segments of the population. The DARE program also ensures that highly trained law enforcement personnel are present within schools to supplement school security as well as respond to critical incidents in a timely fashion.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|--|----------------|----------------|----------------|
| Number of students who participated in drug awareness classes conducted by DARE officers | 6,400 | 6,400 | 9,285 |
| Number of students/parents counseled by DARE officers | 250 | 250 | 434 |
| Percentage of time DARE Officers are present at the elementary schools every day that school is in session | 100% | 100% | 100% |

Seller/Owner: 2140 - Sheriff

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|----------|--|--------------------|
| Offer: | Street Lighting | Rank: 13 |
| Dept: | Public Works | Factor: Prevention |
| Outcome: | Hazard mitigation through design, technology, and infrastructure | Existing |

Executive Summary:

Street Lighting supports maintenance and operation of approximately 450 City-owned post top street lights and 283 bridge/under bridge and industrial park lights as well as providing coordination of all activities with AEP, which owns and maintains almost 10,000 street lights within the City. The majority of the funding in this offer is to pay the power bill for all street lights within the City. Remaining funds are used to repair and replace City-owned poles/fixtures and conduits that have been damaged or have deteriorated due to equipment age.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|---|----------------|----------------|----------------|
| Percent of City-owned street lights repaired within 5 business days after identification of problem | 80% | 80% | 83% |

Seller/Owner: 4150 - Transportation - Street Lighting

Safety

Offer Executive Summary

Offer: **Sheriff's Office Operations**
Dept: Sheriff
Outcome: Strategic planning

Rank: 14
Factor: Prevention
Existing

Executive Summary:

The Roanoke Sheriff's Office is a nationally accredited agency which provides quality court, correctional, law enforcement and customer-focused services. The organization is comprised of the human resources aspect of the organization, planning and research, accounts payable and receivable, professional standards, court security and the service of civil process. The Office of the Sheriff operates within strict accordance of legal mandates and powers as granted under the Code of Virginia. The Roanoke Sheriff's Operations Offer includes 45 employees which handle the day-to-day administrative functions, which include: Payroll, Accounting, Professional Standards, Planning and Research, Courthouse Security, Civil Process Service, Supervision of the Community Work Force Program, and Executive-Level Management.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|---|----------------|----------------|----------------|
| Number of incidents of weapons introduced inside the courtroom | 0 | 0 | 0 |
| Percent of civil process, criminal subpoenas, and other court orders served prior to the court date | 100% | 100% | 100% |
| Percent of courtrooms manned by a minimum of one deputy sheriff while court is in session | 100% | 100% | 100% |

Seller/Owner: 2140 - Sheriff

Offer: **911 Operations**
Dept: Technology Fund
Outcome: Reasonable response times

Rank: 15
Factor: Responsiveness
Existing

Executive Summary:

Roanoke's E-911 center is a Nationally Accredited Public Safety Communications agency and the primary public safety answering point (PSAP) for emergency calls for the City of Roanoke. The center operates 24 hours a day responding to more than 280,000 telephone calls per year. The staff dispatches over 170,000 calls a year to police and over 25,000 to Fire/EMS responders. The E-911 center in Roanoke is the largest PSAP west of Richmond and is the default PSAP for the region. The center employs state of the art communications equipment to meet the needs of citizens and support field responders. The E-911 center ensures each dispatcher receives mandated Virginia Department of Criminal Justice basic training as well as Virginia Criminal Information Network (VCIN), CPR, Emergency Medical Dispatching (EMD), Public Safety Telecommunicator and on the job training. The E-911 center holds an APCO P33 Training Program Certification requiring we meet the highest published training standards.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|---|----------------|----------------|--|
| Answer and dispatch priority Fire-EMS incidents in 120 seconds or less. | 120 seconds | 90 seconds | 57.8 |
| Answer and enter 95% of priority Police calls within 106 seconds. | 106 seconds | 90 seconds | N/A |
| Maintain national accreditation with CALEA. | Yes | Yes | In March of 2014 we were awarded reaccreditation |

Seller/Owner: 4130 - E911 Center & Wireless Divisions

Safety

Offer Executive Summary

Offer: **City Prosecutors**
 Dept: Commonwealth Attorney
 Outcome: Offender accountability

Rank: 16
 Factor: Responsiveness
 Existing

Executive Summary:

The Office of the Commonwealth's Attorney for the City of Roanoke prosecutes all felony cases occurring in the City of Roanoke and, subject to state and/or local funding, strives to prosecute misdemeanor and traffic violations; to perform the other numerous (>580) statutorily-mandated functions assigned to the Commonwealth's Attorney by the legislature, including extraditions, mental commitment appeals, bond forfeitures, interdictions, and asset forfeitures. In addition the CA houses and manages the Regional Drug Prosecutor, an in-house Cost Collection unit, an attorney dedicated to City Code Enforcement, and the Victim/Witness Program that assists in witness management and the collection of restitution in all criminal cases.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|--|----------------|----------------|----------------|
| Percent of pending felony cases prosecuted | 100% | 100% | 100% |
| Percent of pending misdemeanor cases prosecuted | 80% | 80% | 80% |
| Percent of pending traffic infraction cases prosecuted | 50% | 50% | 50% |

Seller/Owner: 2210 - Commonwealth's Attorney

Offer: **Police School Resource Officer**
 Dept: Police
 Outcome: Social safety programs in neighborhoods and commercial areas

Rank: 17
 Factor: Prevention
 Existing

Executive Summary:

The Roanoke Police Department provides 9 Police Officers to the Roanoke City Public School system as School Resource Officers. A percentage of the School Resource Officers offer costs are reimbursed by the Roanoke City Public Schools. School Resource Officers maintain a positive law enforcement presence in the High Schools and Middle Schools in the City of Roanoke. The position of School Resource Officer provides a very valuable and engaging platform for the Police Department to positively interact with the most at-risk segments of the population. The School Resource Officer program also ensures that highly trained Police Officers are present within schools to supplement school security as well as respond to critical incidents in a timely fashion.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|--|----------------|----------------|----------------|
| Performance Standards: Percent of school days that school is in session that an officer will be present at the high schools; percent of school days that school is in session that an officer will be present at the middle schools. | 98%/80% | 98%/80% | 98%/80% |

Seller/Owner: 3113 - Police - Patrol

Safety

Offer Executive Summary

| | | |
|----------|-------------------------|------------------------|
| Offer: | Drug Prosecutor | Rank: 18 |
| Dept: | Commonwealth Attorney | Factor: Responsiveness |
| Outcome: | Offender accountability | Existing |

Executive Summary:

Federal funding was made available to the Commonwealth of Virginia to be used for the development of several Multi-Jurisdictional Special Drug Prosecutors statewide. The positions were developed to coordinate prosecutorial efforts among independent jurisdictions, reduce fractional and duplicate prosecutions, enhance the recovery of criminal assets, and utilize federal, state and local resources to assure maximum prosecutorial effectiveness and to provide specialized prosecutorial resources to the regional drug enforcement effort. The Commonwealth's Attorneys of Craig County, Franklin County, Roanoke County, and the Cities of Roanoke and Salem applied on October 9, 1987, to the Commonwealth's Attorneys' Services Council, the State agency responsible for the administration of the grant money to fund a Multi-Jurisdictional Special Drug Prosecutor. City Council accepted the Multi-Jurisdictional Special Drug Prosecutor Grant in April, 1988, and a full-time Special Drug Prosecutor was hired in July, 1988. Annual re-application for the funding is required.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|--|----------------|----------------|----------------|
| Percent of the pending felony drug cases prosecuted | 100% | 100% | 100% |
| Percent of the pending misdemeanor drug cases prosecuted in Roanoke City | 80% | 80% | 80% |

Seller/Owner: 2210 - Commonwealth's Attorney

| | | |
|----------|--|-----------------------|
| Offer: | Police Community Integration and Service Enhancements | Rank: 19 |
| Dept: | Police | Factor: Communication |
| Outcome: | Community awareness, education, interaction | New |

Executive Summary:

The Roanoke Police Department believes in creating and maintaining partnerships with the diverse communities that make up the City of Roanoke. Recent national events involving the interaction of law enforcement and the communities they serve highlight the importance of open communications, police accountability, and the fostering of trusting relationships. The Roanoke Police Department has established the Police Community Integration and Service Enhancements offer with the goal implementing body cameras into everyday law enforcement use. The benefits of body cameras in the creation/preservation of a neutral eye witness record cannot be underestimated. Body cameras will be invaluable for the collection of evidence, ensuring accountability among police officers, building trust with the community and reducing litigation costs. However, the financial cost of establishing and maintaining body cameras will be significant.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|--|----------------|----------------|----------------|
| The Roanoke Police Department will implement body cameras for its patrol officers, community response. | Yes | N/A | N/A |

Seller/Owner: 3114 - Police - Services

Safety

Offer Executive Summary

| | | |
|----------|--|------------------------------------|
| Offer: | Fire-EMS Training Division | Rank: 20 |
| Dept: | Fire | Factor: Quality Standards and Laws |
| Outcome: | Compliance with national regulations and standards | Existing |

Executive Summary:

The Training Division is responsible for the initial training and continuing skills development/certifications for all Firefighters, Fire Fighter/Paramedic and Fire-EMS Officers. To fulfill these requirements, the training staff is dedicated to creating and providing quality training programs that reflect the needs and changing responsibilities of Roanoke Fire-EMS. All training is focused on providing and maintaining the highest quality emergency services at both fire and medical responses to the citizens, workforce and visitors of Roanoke. Instructional programs target operational efficiency with emphasis on safe operating procedures for our members in all aspects of fire and emergency operations.

The Training Division shares space at Regional Training Center with Roanoke County, City of Salem and the Town of Vinton as a partner in the regional hiring and recruit school process.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|---|----------------|----------------|----------------|
| At least one EMT-I class provided annually. | 1 | 1 | 1 |
| At least one Regional Fire-EMS recruit school held annually. | 1 | 1 | 1 |
| Percent of department personnel that received required continuing education and officer development training as required by Virginia Department of Fire Programs, Virginia Department of EMS & ISO. | 100% | 100% | 100% |

Seller/Owner: 3212 - Fire/EMS - Support

| | | |
|----------|--|--------------------|
| Offer: | Fire/EMS - Support and Administration Services | Rank: 21 |
| Dept: | Fire | Factor: Prevention |
| Outcome: | Hazard mitigation through design, technology, and infrastructure | Existing |

Executive Summary:

Support Services provides coordination and management direction to field operations, training and prevention to the entire department regarding personnel, critical strategic initiatives, performance indicators, accreditation maintenance, payroll, purchasing, and inventory and budget in order to protect and preserve the lives and property of residents and visitors to the City from damage or loss due to fire, medical emergencies, environmental hazards and traumatic accidents. This support also includes a Regional Haz-Mat Response Team, Special Operations, and Regional Technical Rescue Team responses.

Support Services also includes complete oversight and to maintain credentials as well as critical strategic initiatives, performance indicators, payroll, purchasing, inventory and the department's financial resources.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|--|----------------|----------------|----------------|
| Maintain CPSE (Center for Public Safety Excellence) accreditation core competencies. | 100% | 100% | 100% |

Seller/Owner: 3212 - Fire/EMS - Support

Safety

Offer Executive Summary

Offer: **Administrative Support of Juvenile & Domestic Relations District Court**

Rank: 22

Dept: Juvenile & Domestic Court Clerk

Factor: Quality Standards and Laws

Outcome: Protect and defend the constitution and laws

Existing

Executive Summary:

The Juvenile and Domestic Relations District Court is responsible for the adjudication of criminal, traffic and civil cases that involve juveniles and adults that pertain to family matters. Our court operates under the direction of the Supreme Court of Virginia, and the Clerk's Office is responsible for timely entry, updating, reporting and maintenance of all case records that relate to both criminal and civil proceedings. These functions are critical to judicial decisions the court makes. We are charged with coordinating the cases to allow for expediting case resolution. Our court processes and adjudicates in excess of 32,000 civil and criminal cases annually, and maintains in excess of 217 foster care cases.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|--|----------------|----------------|----------------|
| Number of Days from Filing Date to First Court Date | 90 | 90 | 48 |
| Percent of felony cases cleared in one year (365 days) | 95% | N/A | N/A |

Seller/Owner: 2131 - Juvenile & Domestic Relations - Court Clerk

Offer: **Police Animal Control and Protection Unit**

Rank: 23

Dept: Police

Factor: Responsiveness

Outcome: Reasonable response times

Existing

Executive Summary:

The Animal Control and Protection Unit promotes public safety and improves the quality of life within the City of Roanoke. Animal Control Officers assist injured or sick wildlife, capture dangerous or stray animals, enforce applicable laws governing the licensing of animals, investigate allegations of animal neglect/cruelty and reduce hazards to public safety through proactive enforcement of rabies inoculation laws. The Code of Virginia mandates that incorporated municipalities provide this service recognizing that absence of this service in a densely populated area will adversely affect human and animal health. The Animal Control and Protection Unit provides a crucial pet care element (disaster trailer) to disaster response efforts across the Commonwealth.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|--|----------------|----------------|-----------------------------|
| Performance Standards: Average response time to immediate danger animal control calls; average response time to non-immediate danger or public service animal control calls. | 15 min/60 min | 15 min/60 min | 9 min 35 sec / 9 min 41 sec |

Seller/Owner: 3530 - Police - Animal Control

Safety

Offer Executive Summary

Offer: **Roanoke City Victim Witness Program**
 Dept: Commonwealth Attorney
 Outcome: Offender accountability

Rank: 24
 Factor: Responsiveness
 Existing

Executive Summary:

The Roanoke City Victim Witness Program was established in 1984, and is coordinated by the Office of the Commonwealth's Attorney. The program is funded by a grant from the Department of Criminal Justice Services, and a local cash match from the City of Roanoke. The program's three full-time staff members provide comprehensive information and direct services to crime victims and witnesses in accordance with the Virginia Crime Victim and Witness Rights Act (19.2-11.01).

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|--|----------------|----------------|----------------|
| Number of direct victims served | 1,200 | 1,200 | 1,272 |
| Number of direct victims served per staff member | 400 | 400 | 424 |

Seller/Owner: 2210 - Commonwealth's Attorney

Offer: **Office of the Magistrate**
 Dept: Magistrates Office
 Outcome: Criminal and civil adjudication

Rank: 25
 Factor: Quality Standards and Laws
 Existing

Executive Summary:

The principal function of the magistrate is to provide an independent, unbiased review of complaints brought to the office by law enforcement and citizens. In order to satisfy our principle function, the Office of the Magistrate is open 24 hours a day and 365 days a year. Ancillary to the principle function, magistrates are judicial officers who serve as a buffer between law enforcement and society (by determining if there is probable cause to issue a warrant of arrest or a search warrant), and is a gateway to the Judiciary for citizen to citizen criminal complaints. Additionally, and aside from criminal probable cause hearings, magistrates function to provide access to civil mental health services through petition by citizens and the local Community Services Board. Va. Code Ann. 37.2-809 guides the practical functioning of the Office of the Magistrate by requiring our services be available seven days a week and 24 hours a day.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|---|----------------|----------------|----------------|
| Number of processes considered (civil & criminal). Processes include, but are not limited to, warrants of arrest, summons, search warrants, Emergency Custody Orders, Temporary Detention Orders and bail processes. | 50,000 | 50,000 | 46,471 |

Seller/Owner: 2121 - Magistrates Office

Safety

Offer Executive Summary

| | |
|---|------------------------------------|
| Offer: Administrative Support of Roanoke City General District Court | Rank: 26 |
| Dept: General District Court | Factor: Quality Standards and Laws |
| Outcome: Protect and defend the constitution and laws | Existing |

Executive Summary:

The Administrative Support offer of the Roanoke City General District Court provides the employees the means to operate at a high level when dealing with the citizens and other agencies relating to criminal, traffic and civil laws of the Commonwealth of Virginia and the City of Roanoke. The Administrative Support offer allows the Roanoke City General District Court staff to guarantee efficient/effective service that the citizens of Roanoke expect.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|--|----------------|----------------|----------------|
| Percent of civil cases cleared within 12 months | 85% | 85% | 99.9% |
| Percent of felony cases cleared within one year (365 days) | 85% | 85% | 99.5% |
| Percent of misdemeanor cases cleared within 90 days | 85% | 85% | 80.8% |

Seller/Owner: 2120 - General District Court

| | |
|---|------------------------|
| Offer: Residential Juvenile Detention Services | Rank: 27 |
| Dept: Juvenile & Domestic Court Services | Factor: Responsiveness |
| Outcome: Offender accountability | Existing |

Executive Summary:

This offer supports the placement of juvenile offenders in secure detention as required and governed by Virginia Code Section 16.1-246. This offer also supports the use of the determinate sentencing authority granted to Juvenile Court Judges by Virginia Code Section 16.1-284.1 for determinate post-dispositional placement of youth in local detention facilities. In addition to placement in detention, this offer supports the Detention Review Specialist staff position. The Detention Review Specialist evaluates detention placements and makes recommendations for less costly detention alternatives when appropriate.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|---|----------------|----------------|----------------|
| Number of detention bed days saved through intervention of Detention Review Specialist | 950 | N/A | N/A |
| Percentage of detention admissions resulting from use of discretionary override under the Aggravating or Mitigating categories of the Detention Assessment Instrument | 20% | N/A | N/A |

Seller/Owner: 2130 - Juvenile & Domestic Relations - Court Service Unit

| | |
|---|------------------------------------|
| Offer: Support Circuit Judges | Rank: 28 |
| Dept: Circuit Court | Factor: Quality Standards and Laws |
| Outcome: Protect and defend the constitution and laws | Existing |

Executive Summary:

The Circuit Court is the court of general jurisdiction. Its primary role is to provide an independent, accessible, responsive forum for the just resolution of disputes and adjudication of criminal charges, to preserve the rule of the law and to protect all of the rights and liberties guaranteed by the United States and Virginia Constitutions. This is a core governmental function.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|--|----------------|----------------|----------------|
| Number of civil and criminal cases commenced | 4,200 | 4,276 | 5,124 |
| Number of civil and criminal cases concluded | 4,100 | 4,140 | 4,954 |

Seller/Owner: 2110 - Circuit Court

Safety

Offer Executive Summary

Offer: **Roanoke Emergency Medical Services (REMS)**
Dept: Fire
Outcome: Reasonable response times

Rank: 29
Factor: Responsiveness
Existing

Executive Summary:

Roanoke Emergency Medical Services (REMS) is a non profit/volunteer EMS organization that provides staffing for ALS and BLS ambulances to handle 911 EMS calls nights and weekends. Additionally, REMS supports Fire-EMS operations with rehab services during large emergency incidents and standby services for special events. REMS also handles all purchasing and stocking of medical and oxygen supplies utilized on city ambulances. REMS is a non-profit all volunteer organization with the exception of one paid Business Administrator that coordinates EMS services and assists in medical supply and equipment provision.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|--|----------------|----------------|----------------|
| Percentage of incidents for which REMS provides rehab services on large emergency incidents. | 90% | 90% | 90% |

Seller/Owner: 3213 - Fire/EMS - Operations

Offer: **Regional Center for Animal Care and Protection**
Dept: Police
Outcome: Proactive risk assessment and resolution

Rank:
Factor: Responsiveness
Existing

Executive Summary:

The City of Roanoke in cooperation with other local jurisdictions is part of a cooperative agreement to manage the Regional Center for Animal Control and Protection.

Performance Measures:

| Measure Title | FY 2016 Target | FY 2015 Target | FY 2014 Actual |
|--|----------------|----------------|----------------|
| Regional Collaboration: The animal control and protection unit will continue to collaborate with regional local governments and the Roanoke Valley Society for the Prevention of Cruelty to Animals. | Yes | Yes | Yes |

Seller/Owner: 3530 - Police - Animal Control